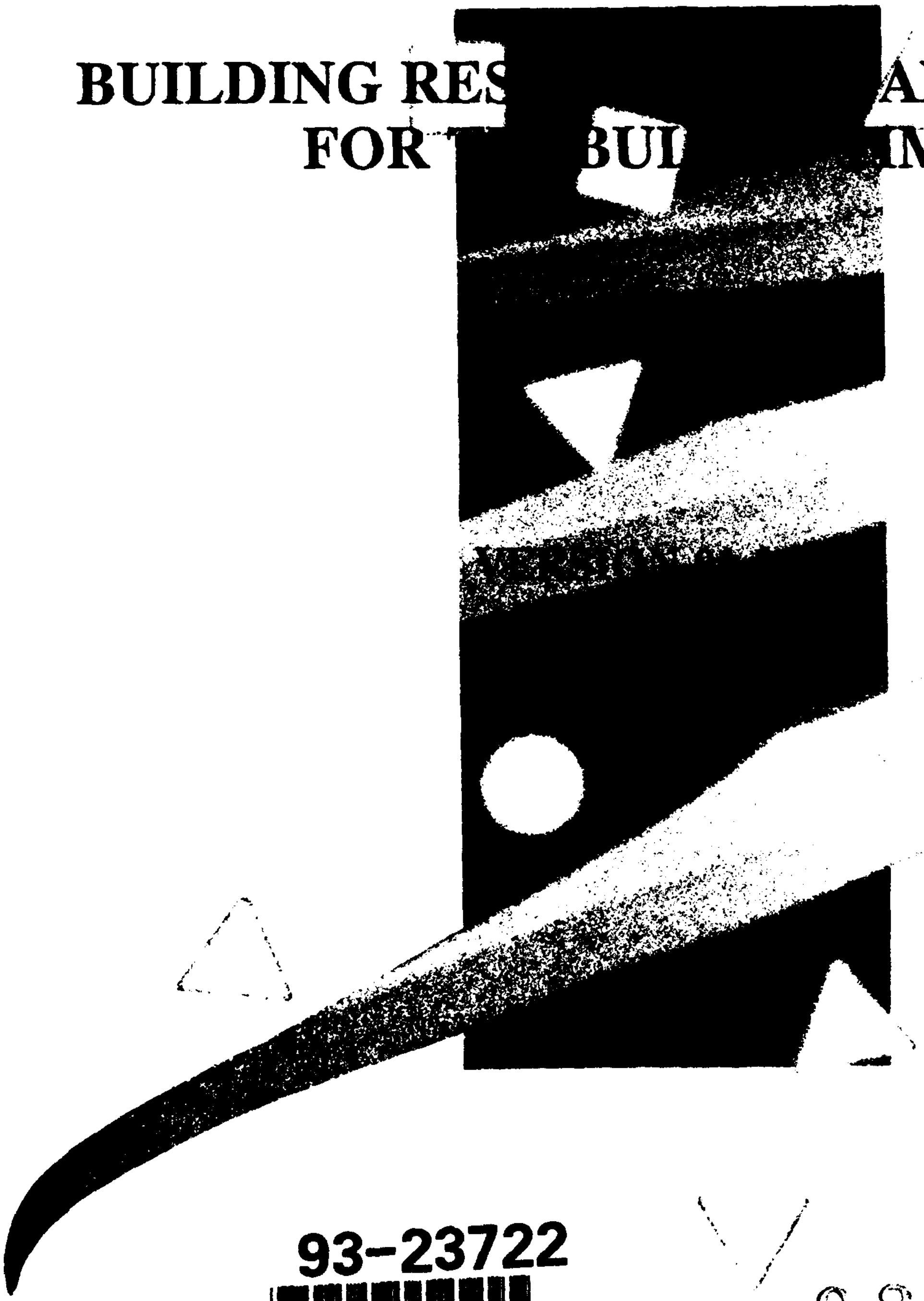
②

AD-A270 726

BUILDING RES ANIZATIONS FOR BUI IMES



93-23722

Software Productivity Consortium

Best
Available
Copy

DTIC QUALITY INSPECTED 3

BUILDING RESILIENT ORGANIZATIONS FOR TURBULENT TIMES

Accesion For

NTIS CRA&I ☒
DTIC TAB ☐
Unannounced ☐
Justification ....

By ....
Distribution /

Availability Codes

Dist	Avail and / or Special
A-1	

SPC-93139-CMC

VERSION 01.00.00

SEPTEMBER 1993

Al Brown

Copyright © 1993 Software Productivity Consortium Services Corporation, Herndon, Virginia. permission to use, copy, modify, and distribute this material for any purpose and without fee is hereby granted consistent with 48CFR 227 and 252, and provided that the above copyright notice appears in all copies and that both this copyright notice and this permission notice appear in supporting documentation. This material is based in part upon work sponsored by the Advanced Research Projects Agency under Grant # MDA972-92-J-1018. The content does not necessarily reflect the position or the policy of the U.S. Government, and no official endorsement should be inferred. The name Software Productivity Consortium shall not be used in advertising or publicity pertaining to this material or otherwise without the prior written permission of Software Productivity Consortium, Inc. SOFTWARE PRODUCTIVITY CONSORTIUM, INC. AND SOFTWARE PRODUCTIVITY CONSORTIUM SERVICES CORPORATION MAKE NO REPRESENTATIONS OR WARRANTIES ABOUT THE SUITABILITY OF THIS MATERIAL FOR ANY PURPOSE OR ABOUT ANY OTHER MATTER, AND THIS MATERIAL IS PROVIDED WITHOUT EXPRESS OR IMPLIED WARRANTY OF ANY KIND.

This document accompanies a videotape of the same presentation recorded live at the Software Productivity Consortium in September 1993. It is recommended that the videotape be viewed with these viewgraphs at hand.

Slides in this material copyrighted by ODR may be reproduced without restriction. The right to reproduce this material without restriction has been previously granted by ODR.

This material may not be sold for other than costs of parts, shipping, and handling.

Produced by the
SOFTWARE PRODUCTIVITY CONSORTIUM

under contract to the
VIRGINIA CENTER OF EXCELLENCE
FOR SOFTWARE REUSE AND TECHNOLOGY TRANSFER
SPC Building
2214 Rock Hill Road
Herndon, Virginia 22070

AL BROWN

ODR

BUILDING RESILIENT ORGANIZATIONS FOR TURBULENT TIMES

ABSTRACT

In this video, Mr. Brown defines change and discusses its impact on organizations. He presents methodologies to identify and create "assimilation capacity". Mr. Brown also addresses building resilience into organizations that must undergo change. He describes how ODR uses their proprietary methodology, Managing Organizational Change (MOC), to help organizations assure that major change projects such as rightsizing, new technology integration, and quality improvement are implemented on time and within budget. Many of these issues are being worked by the Consortium in its Technology Insertion and Process Improvement projects.

ODR

BUILDING RESILIENT ORGANIZATIONS FOR TURBULENT TIMES

Management Briefing

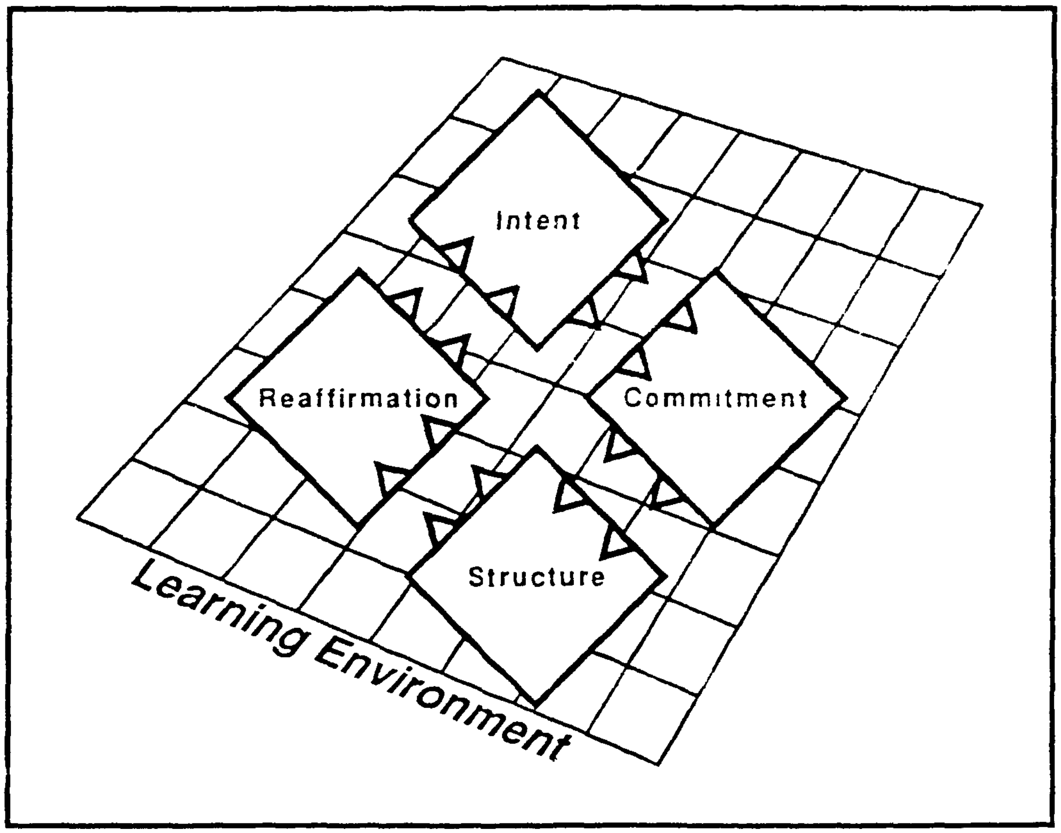
Building 16 • 2900 Chamblee-Tucker Road • Atlanta, Georgia 30341-4129 • (404) 455-7145

THE CONTEXT FOR ORGANIZATIONAL CHANGE

There are five elements that comprise the *context* in which change can succeed: intent, commitment, structure, reaffirmation, and learning.

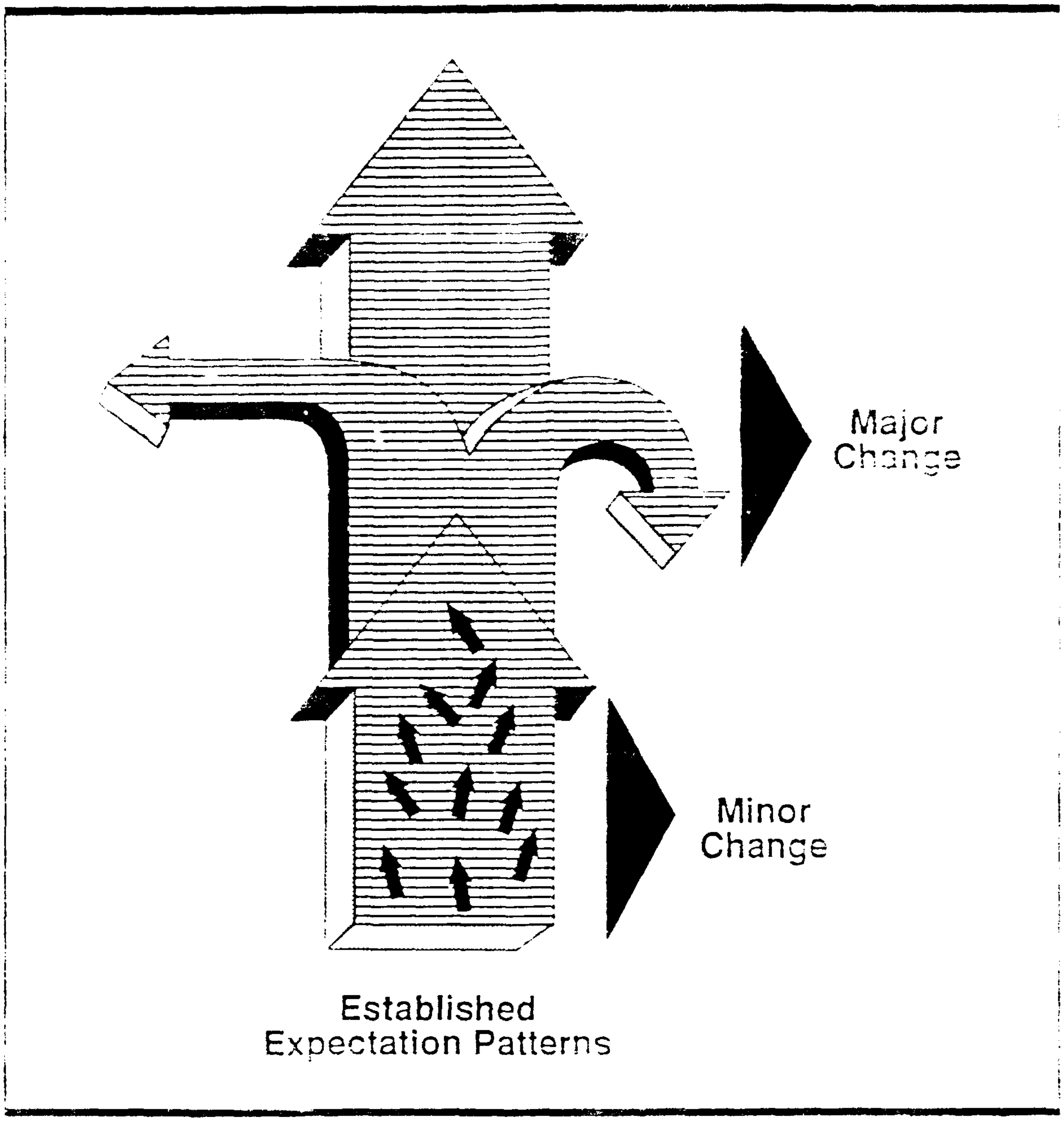
Major transformations are best sustained when:

- The *intent* to change becomes a *commitment*. This occurs when people are made aware of the high cost for not achieving their goals.
- This bond between intent and commitment becomes the motivating force for adhering to a *structure* that can translate determination into tangible results.
- The resolve to continue this course of action is tested and *reaffirmed* throughout the implementation process.
- The successful accomplishment of the change increases the likelihood that future changes will be attempted.
- The cycle of intent, commitment, structure, and reaffirmation is most likely to be sustained in an environment characterized by *learning* (accountability responsibility, consequences) — not blaming and defense.

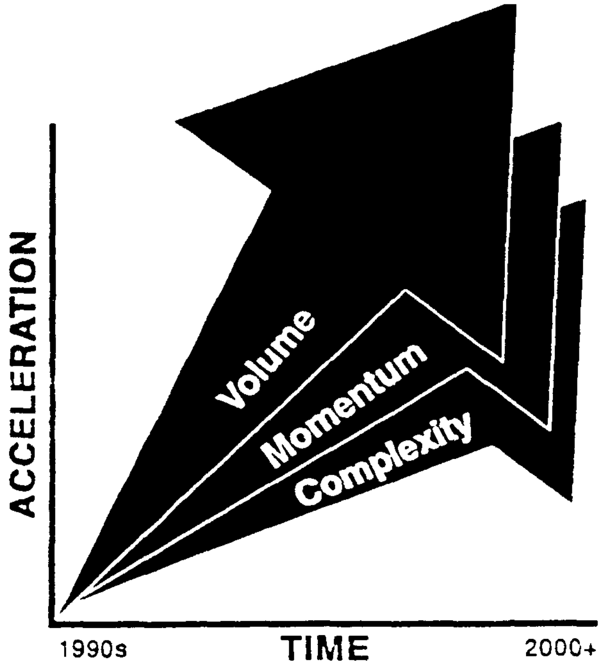


WHAT IS MAJOR ORGANIZATIONAL CHANGE?

If change is a disruption in expectations, major change is a dramatic departure from what was anticipated.


Major Change
Minor Change
Established Expectation Patterns

THE INCREASING IMPACT OF CHANGE


ACCELERATION
Volume
Momentum
Complexity
1990s
TIME
2000+

The Combined Effect Produces A Highly Turbulent Work Environment.

Key Characteristics of Turbulent Work Environments

- More interactive components (e.g. people, tasks, issues, problems, opportunities)
- More interdependence among the components
- More unanticipated consequences
- Less time to react to events
- Less predictability and control
- Less durability of solutions

ASSIMILATING CHANGE

- "Assimilating change" means recovering from a significant disruption in expectations. This is accomplished when new expectations are developed that allow people to succeed in an unfamiliar environment.
- It is not necessary for people to like what has happened to them when disruptions occur. What is important is that they can establish new expectations that will enable them to dictate or at least accurately anticipate what will happen in the unfamiliar environment.
- Each individual, group, and organization has its own unique capacity for change that is symbolized by the amount of "assimilation resources" they have available for adjusting to change.
- When people face more change than they have assimilation resources to absorb, they encounter FUTURE SHOCK

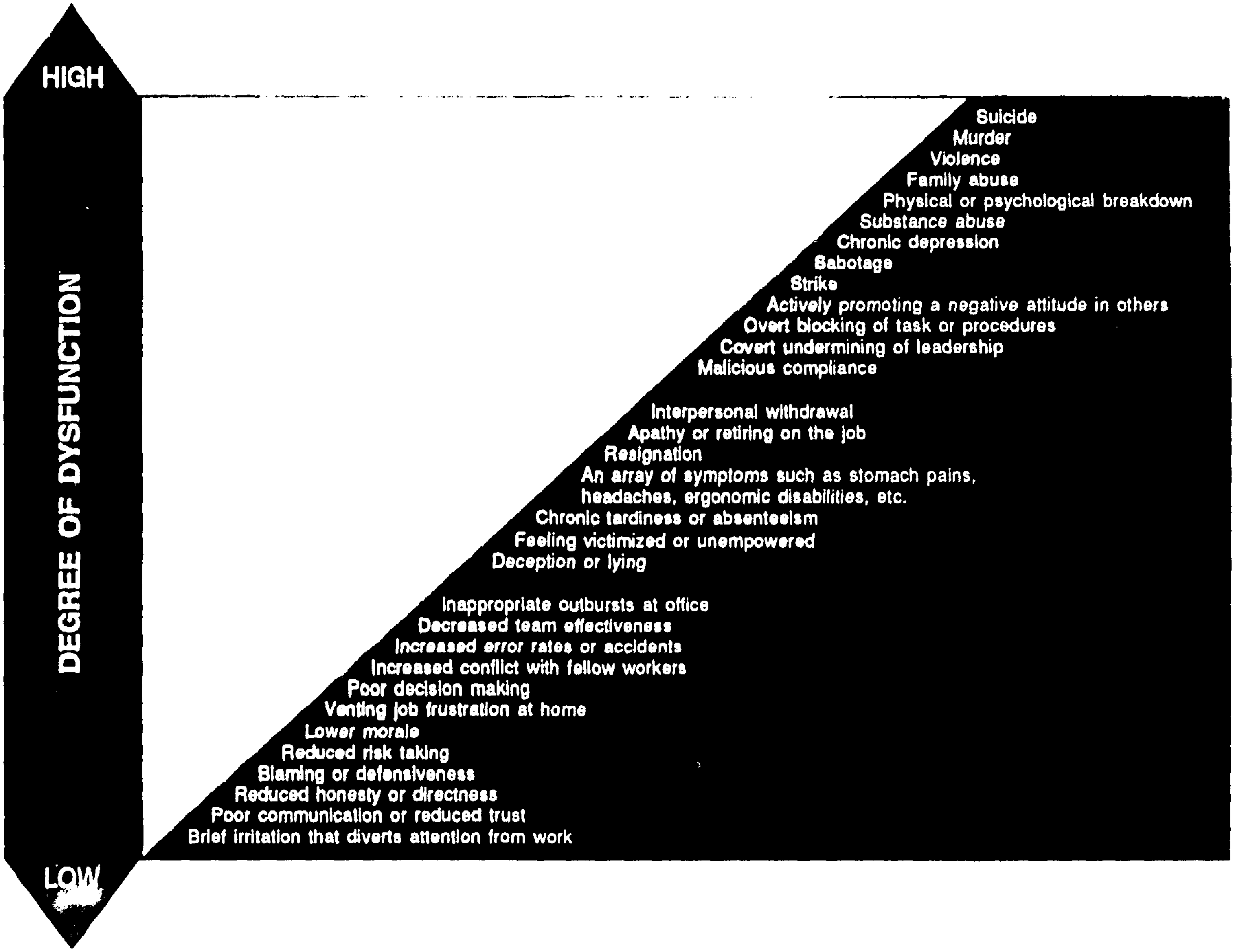
FUTURE SHOCK

That point in time when people can no longer assimilate change without displaying dysfunctional behavior.

CHANGE-RELATED DYSFUNCTION

Any action or feeling that diverts resources away from meeting productivity and quality standards.

CHANGE-RELATED DYSFUNCTIONAL BEHAVIOR



Suicide
Murder
Violence
Family abuse
Physical or psychological breakdown
Substance abuse
Chronic depression
Sabotage
Strike
Actively promoting a negative attitude in others
Overt blocking of task or procedures
Covert undermining of leadership
Malicious compliance

Interpersonal withdrawal
Apathy or retiring on the job
Resignation
An array of symptoms such as stomach pains, headaches, ergonomic disabilities, etc.
Chronic tardiness or absenteeism
Feeling victimized or unempowered
Deception or lying

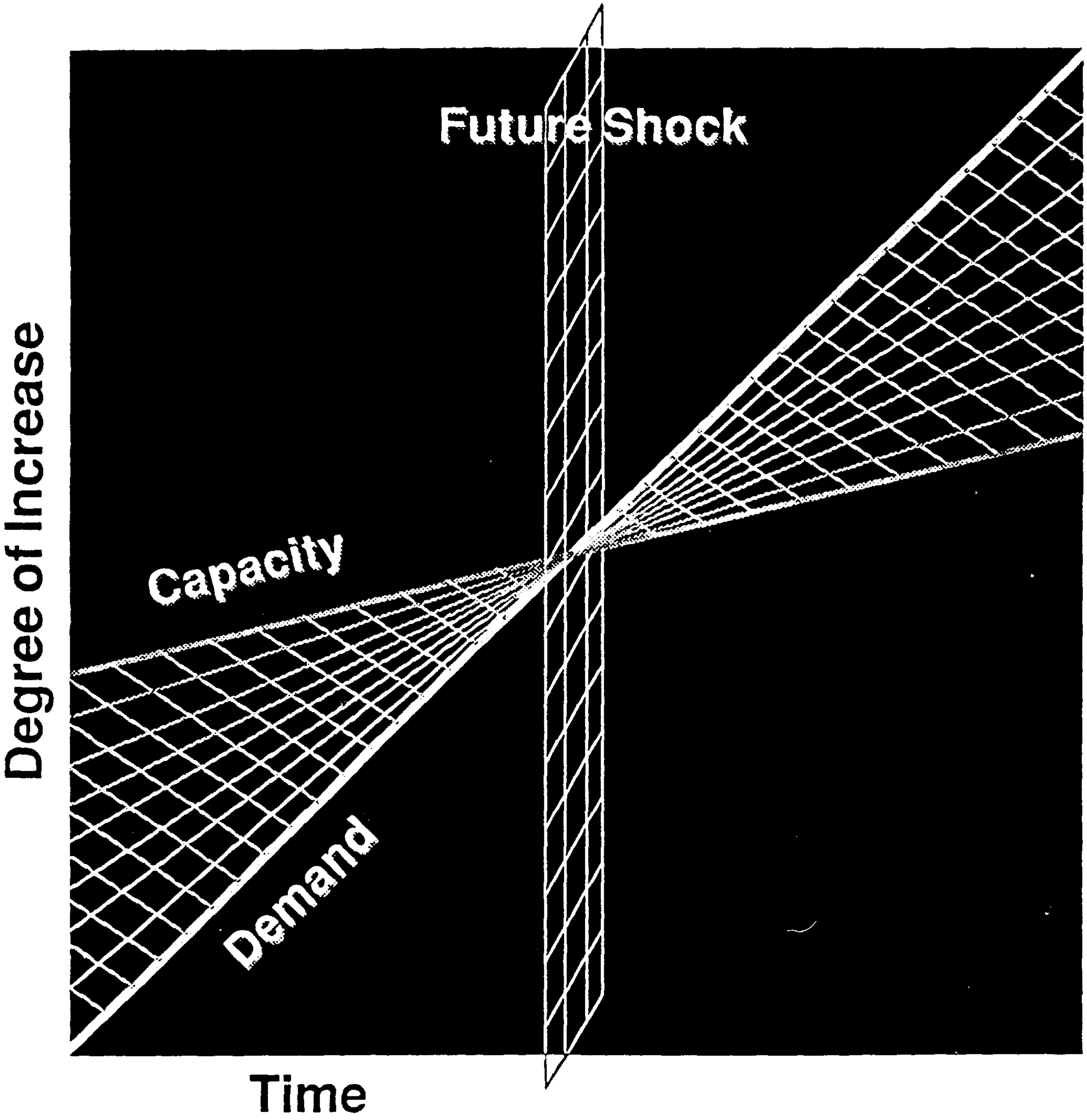
Inappropriate outbursts at office
Decreased team effectiveness
Increased error rates or accidents
Increased conflict with fellow workers
Poor decision making
Venting job frustration at home
Lower morale
Reduced risk taking
Blaming or defensiveness
Reduced honesty or directness
Poor communication or reduced trust
Brief irritation that diverts attention from work

HOW DYSFUNCTION AFFECTS CHANGE

Degree of Dysfunction	Organizational Outcome	Individual Learnings	Outcome Characteristics
High	Change is executed only	People only cope and adjust to change	Superficial application, short term in duration; compliance with only technical specifications
Low	Change is fully implemented	People absorb and integrate change	Comprehensive application, long term in duration; the spirit as well as the technical specifications are achieved

- When people experience future shock, they don't stop changing — they become more dysfunctional.
- As the symptoms of dysfunction increase, the benefits of the results achieved by the change are decreased — productivity and quality suffer, which lowers efficiency, effectiveness, profits, etc.
- Judging only the appearance of change without acknowledging the associated dysfunction can generate a distorted view of actual results.

CAPACITY VS. DEMAND


Future Shock
Capacity
Demand
Degree of Increase
Time

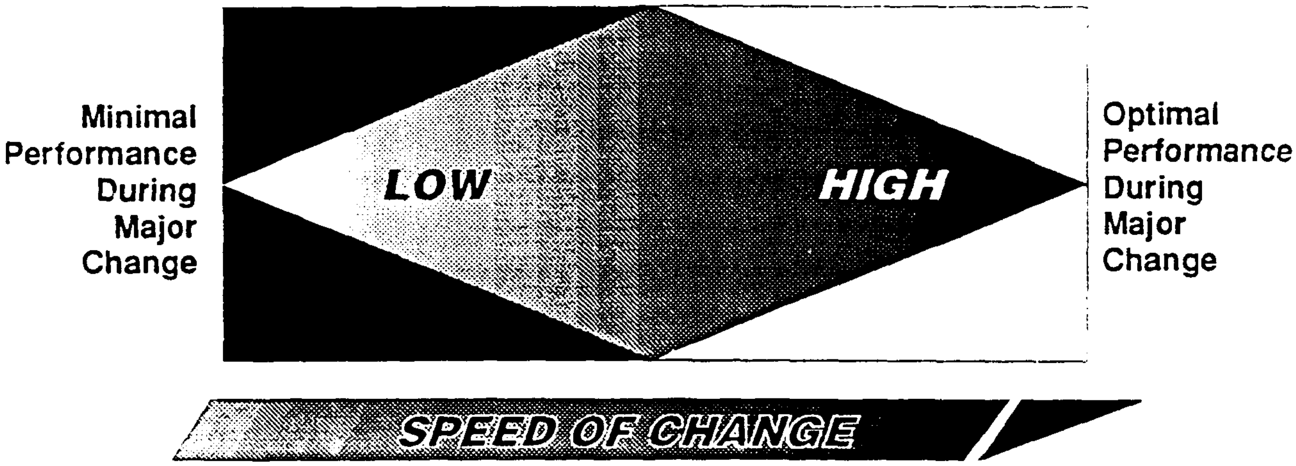
DEFINING THE SPEED OF CHANGE

- Each of us travels through life at a unique pace that allows us to assimilate the major changes we face. This is referred to as our *speed of change.*

  People who demonstrate exceptionally high performance during periods of major change are usually operating near their optimum speed of change.

  When people are functioning at their optimum speed of change, they are absorbing significant disruption with minimal dysfunction.

PERFORMANCE DURING CHANGE


Minimal Performance During Major Change
LOW
HIGH
Optimal Performance During Major Change
SPEED OF CHANGE

- Your speed of change is not just the rate at which things around you are moving, but the pace at which you can bounce back from the confusion caused by uncertainty. Your speed of change reflects how quickly you can recover from disrupted expectations, avoid the dangers, and grasp the opportunities that have been generated in a new situation.

RESILIENCE

The single most important factor necessary to increase an organization's speed of change is the degree to which people are RESILIENT.

RESILIENCE is the ability to absorb high levels of disruptive change while displaying minimal dysfunctional behavior.

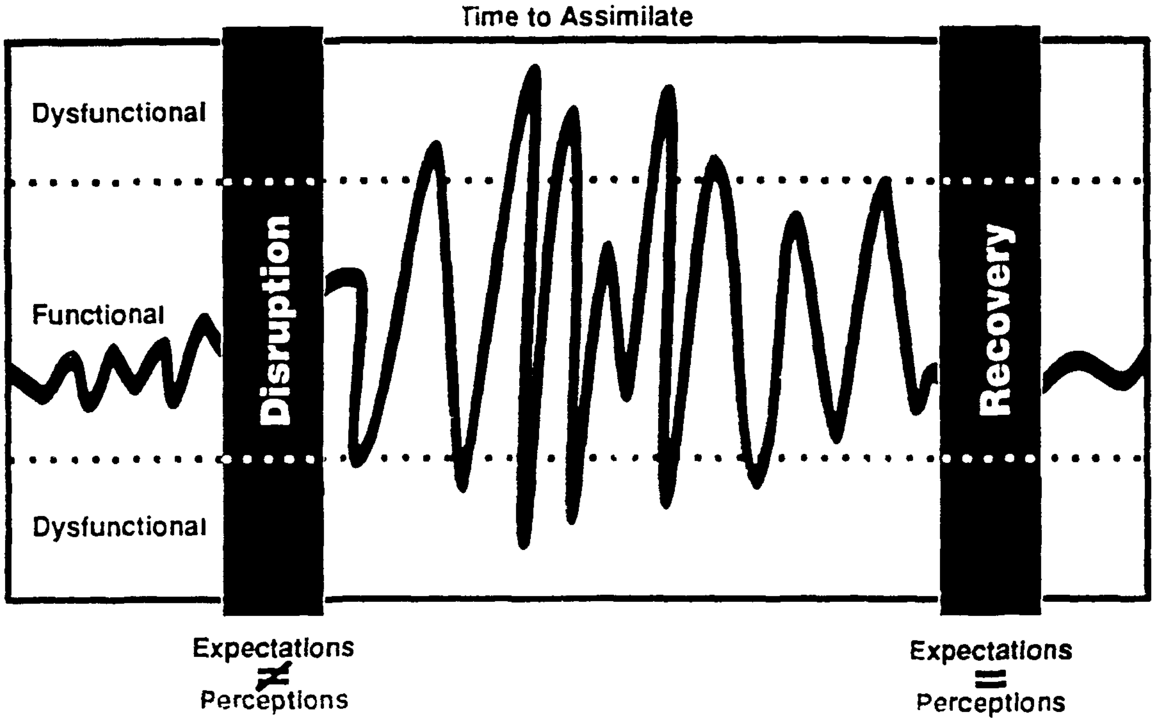
It is no longer sufficient to merely "adapt" to new demands, "cope" with the stress of uncertainty, or "adjust" to disruptions in the workplace. RESILIENCE is the force that allows people to go beyond survival and to actually prosper in environments that are becoming increasingly complex.

Although RESILIENT people face no less of a challenge than others when they engage change, more often than not they:

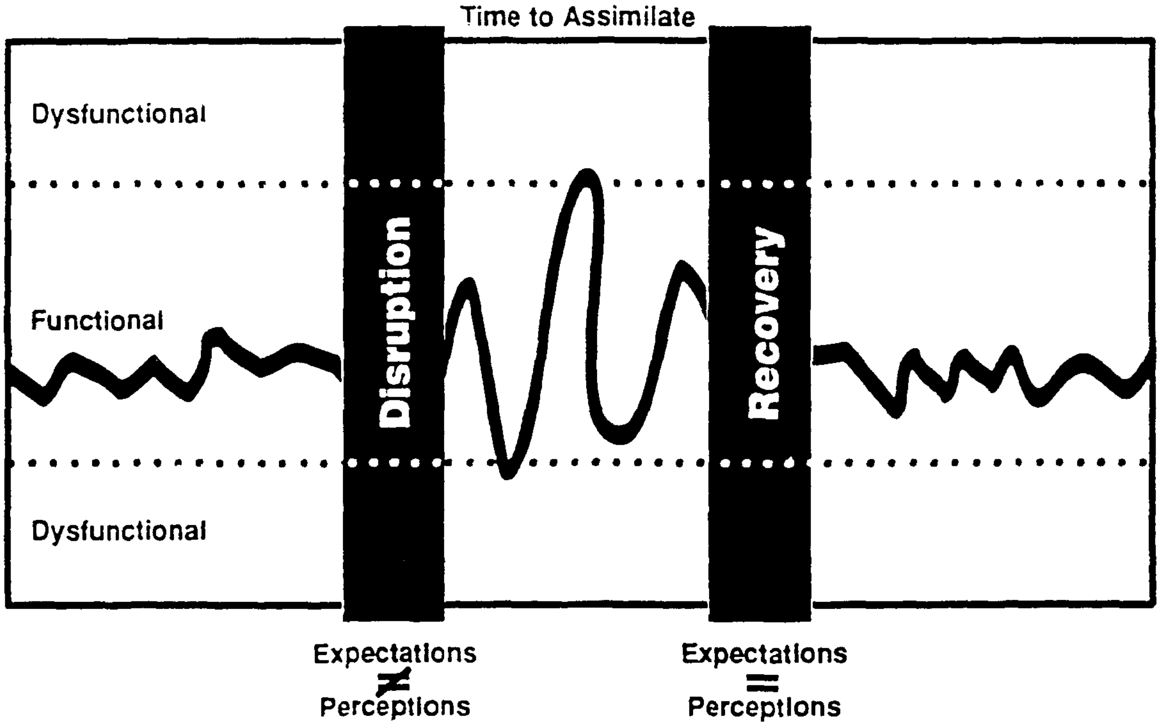
- Regain their equilibrium faster
- Maintain a higher level of productivity
- Are physically and emotionally healthier
- Achieve more of their objectives than people who experience future shock
- Tend to rebound from the demands of change even stronger than before

SPEED OF CHANGE

LOW RESILIENCE


Time to Assimilate
Dysfunctional
Functional
Dysfunctional
Disruption
Recovery
Expectations ≠ Perceptions
Expectations = Perceptions

HIGH RESILIENCE

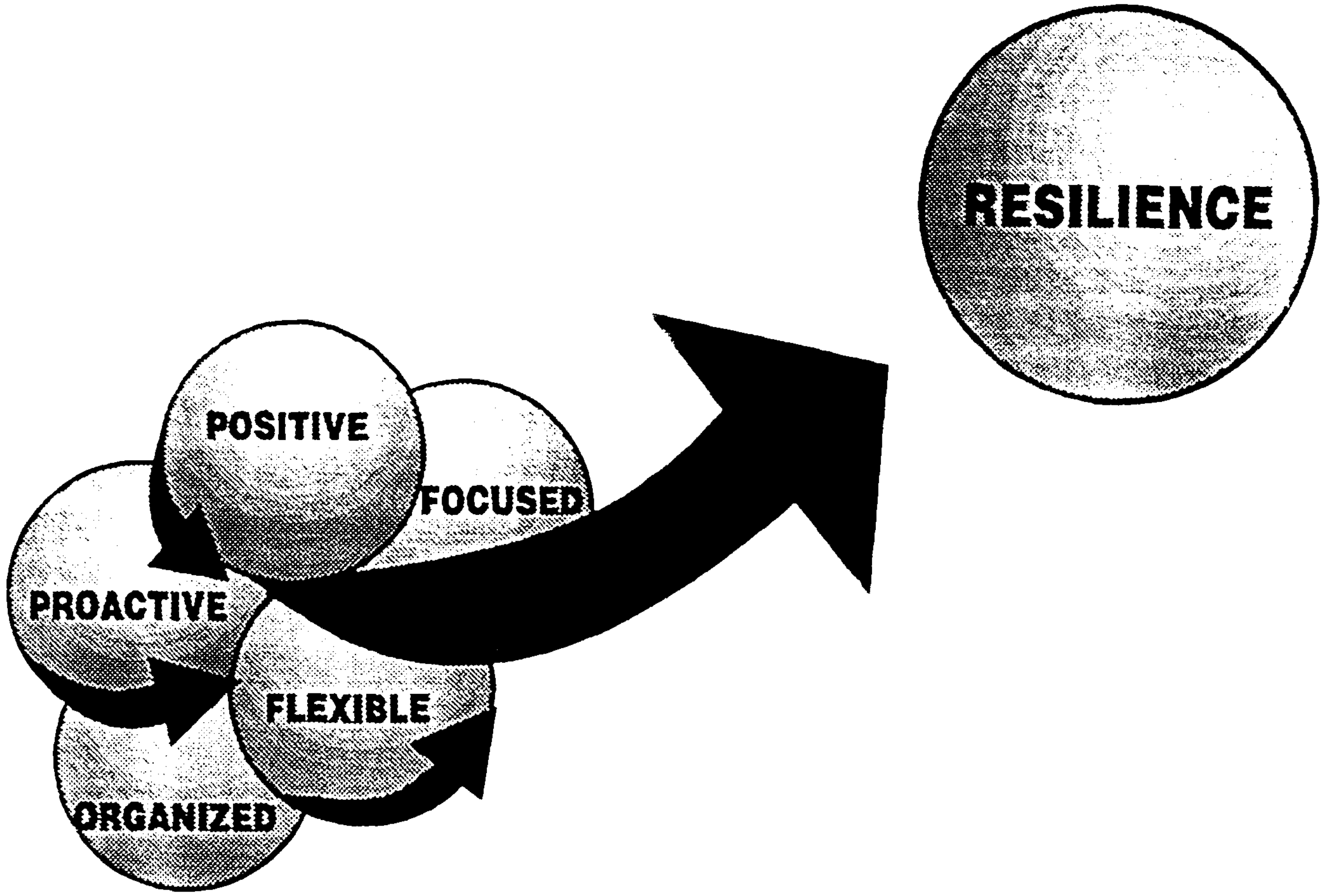

Time to Assimilate
Dysfunctional
Functional
Dysfunctional
Disruption
Recovery
Expectations ≠ Perceptions
Expectations = Perceptions

THE BASIC CHARACTERISTICS OF HIGHLY RESILIENT PEOPLE*

Positive	Display a security and self-assurance that is based on their view of life as complex but filled with opportunity
Focused	Have a clear vision of what they want to achieve
Flexible	Demonstrate a special pliability when responding to uncertainty
Organized	Develop structured approaches to managing ambiguity
Proactive	Engage change rather than defend against it

* The resilient characteristics described here exclude the physiological aspects of resilience. This exclusion is not intended to downplay the importance of health and wellness in achieving optimal resilience. A wealth of information is available in medical books and journals regarding physiological resilience and should be considered in any comprehensive and exhaustive study of resilience.

INTEGRATING RESILIENCE CHARACTERISTICS


RESILIENCE
POSITIVE
FOCUSED
PROACTIVE
FLEXIBLE
ORGANIZED

THE ODR® APPROACH TO MANAGING CHANGE

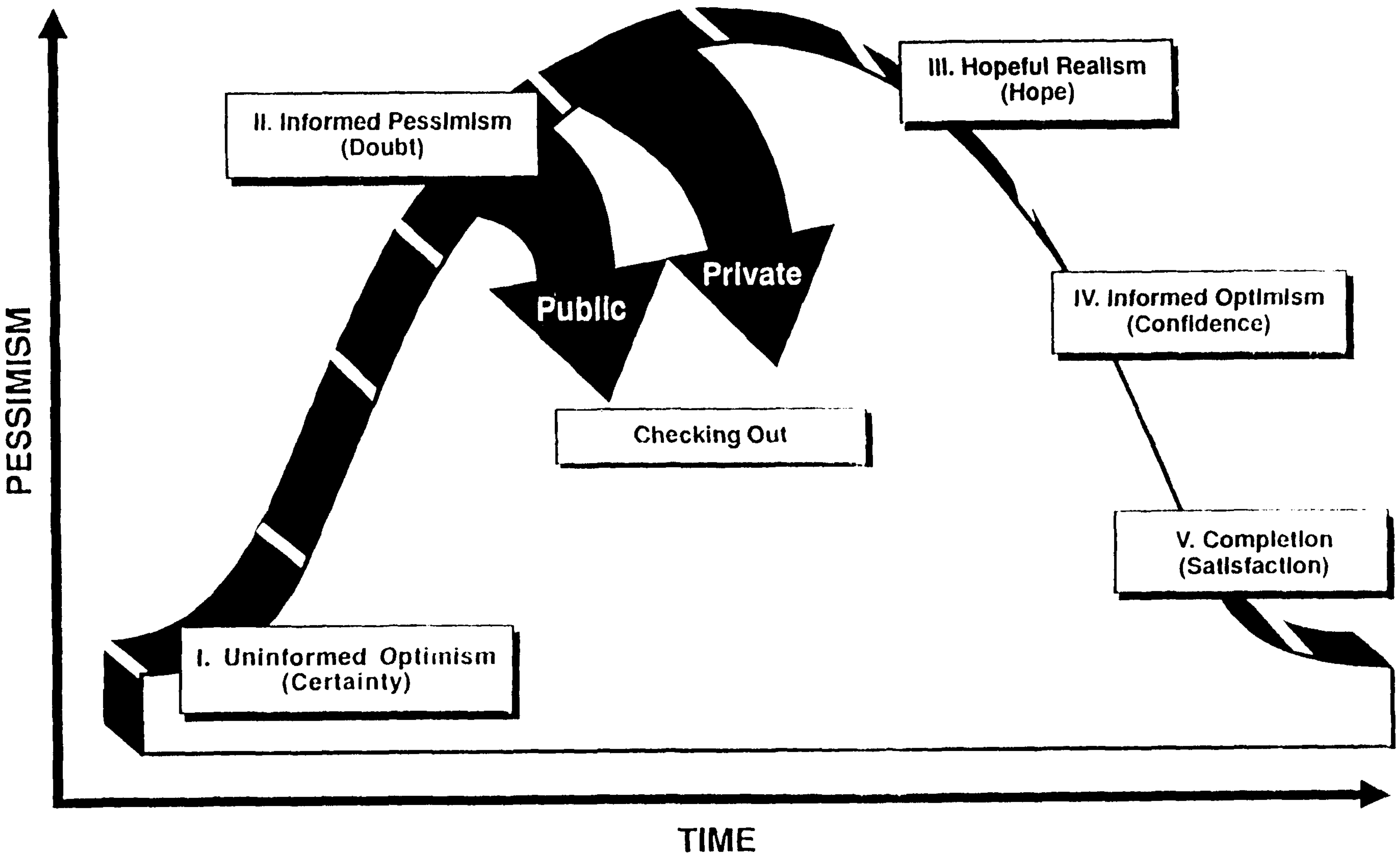
When implementing major change

- The dysfunction of future shock is your *primary concern*
- Increasing the speed of change is your *critical challenge*
- Maximizing human resilience is your *most important goal*

BURNING PLATFORMS

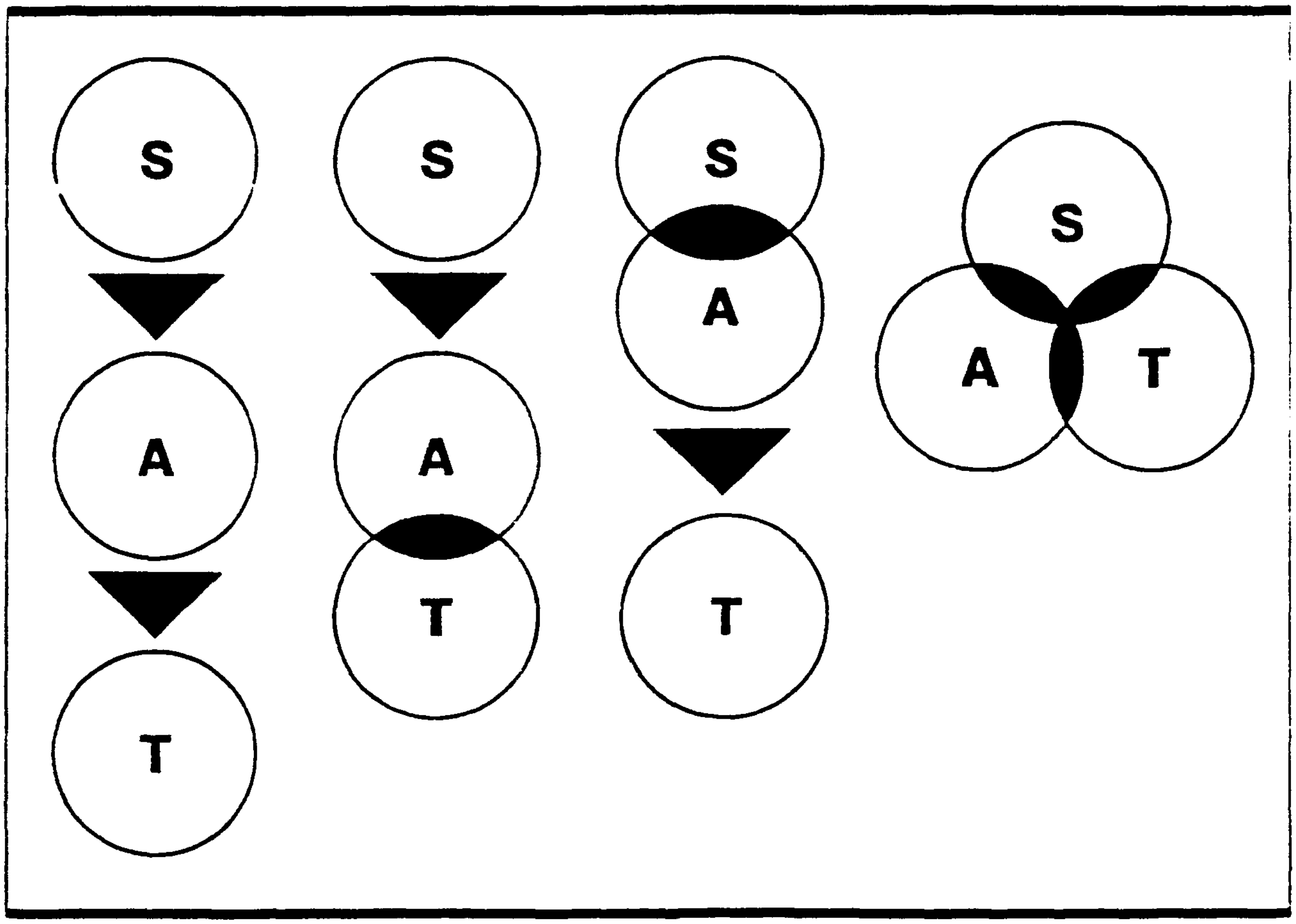
A burning platform-type decision is at hand when the organization is facing a major (disruptive) change in which the cost (pain) for the status quo is prohibitively high.

POSITIVE RESPONSE TO CHANGE


PESSIMISM
I. Uninformed Optimism
(Certainty)
II. Informed Pessimism
(Doubt)
Public
Private
Checking Out
III. Hopeful Realism
(Hope)
IV. Informed Optimism
(Confidence)
V. Completion
(Satisfaction)
TIME

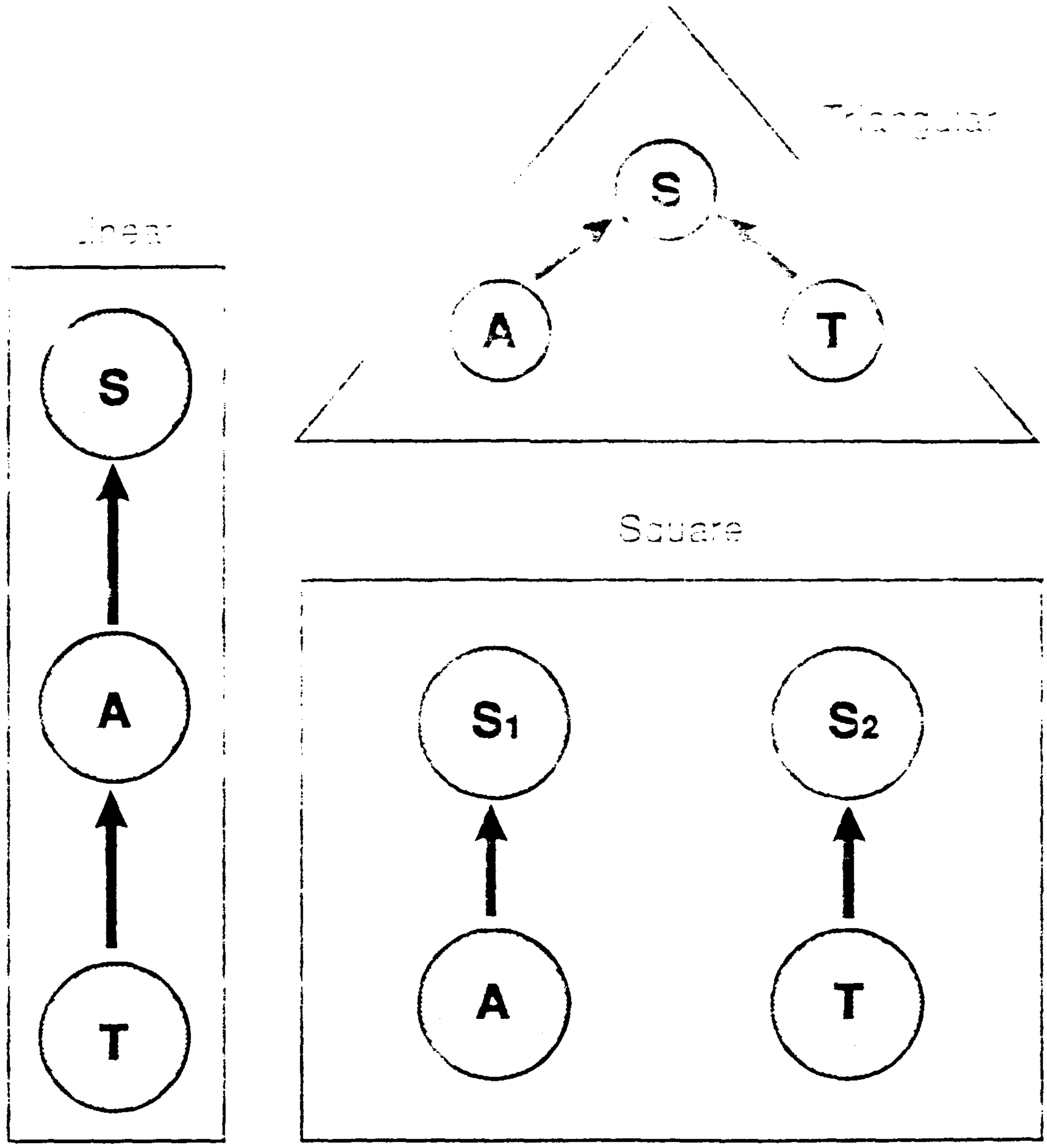
KEY ROLES IN THE CHANGE PROCESS

Change Sponsor	Individual or group who legitimizes the change
Change Agent	Individual or group who is responsible for implementing the change
Change Target	Individual or group who must actually change
Change Advocate	Individual or group who wants to achieve a change but does not possess legitimization power



KEY ROLES:
THREE BASIC STRUCTURES

Reporting Line ⟶


Triangular
S
A
T
Linear
S
A
T
Square
S1
S2
A
T

RELATIONSHIPS DURING CHANGE

THREE OPTIONS

The capacity of sponsors, agents, and targets to work together can be characterized in one of three ways:

Self-destructive	$1 + 1 < 2$
Static	$1 + 1 = 2$
Synergistic	$1 + 1 > 2$

SYNERGY

Individuals or groups working together in a manner that:

- Produces a greater total effect than the sum of their individual efforts.
- Generates more benefits to the organization than the amount of resources consumed.
- Promotes a higher future shock threshold
- Requires fewer assimilation resources to change

PREREQUISITES TO SYNERGISTIC RELATIONSHIPS

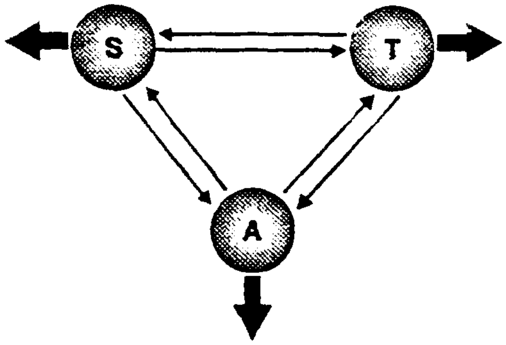
- Willingness
  - Common goal
  - Goal achievement must require interdependence
- Ability
  - Empowerment
  - Participative management

SYNERGISTIC PROCESS

PHASE I

Interacting

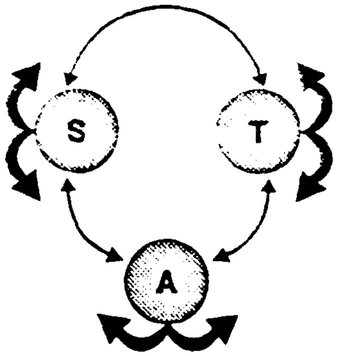
Surface Diversity



PHASE II

Appreciative Understanding

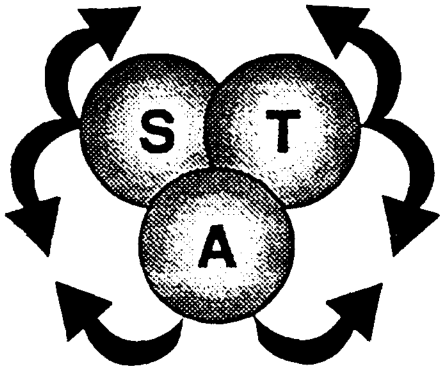
Value Diversity



PHASE III

Integrating

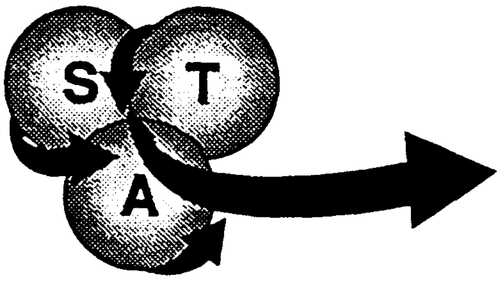
Merge Diverse Ideas



PHASE IV

Implementing

Initiate and Complete
Action Plans



Based on concepts originally developed by Henry Nelson Wieman

HOW TO PREPARE YOUR ORGANIZATION FOR CHANGE

KEY ELEMENTS OF THE MOC® METHODOLOGY

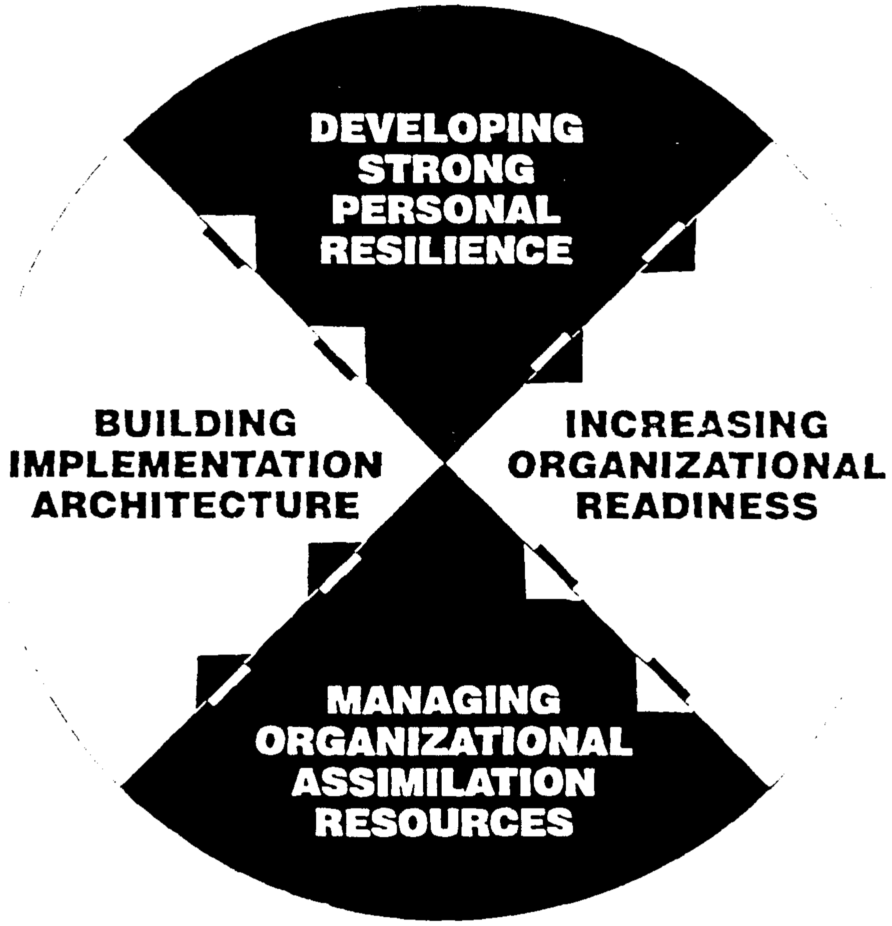
The MOC methodology addresses the four elements that are most crucial when managing change in turbulent times:

1 Helping people throughout the organization to strengthen their resilience to change.

2 Developing a general readiness for change among people at all levels of the organization.

3 Making change-related decisions at the senior level that will not exceed the organization's capacity to successfully assimilate

4 Designing implementation architecture for specific change initiatives that can address the unique needs of the organization


DEVELOPING STRONG PERSONAL RESILIENCE
BUILDING IMPLEMENTATION ARCHITECTURE
INCREASING ORGANIZATIONAL READINESS
MANAGING ORGANIZATIONAL ASSIMILATION RESOURCES

Questions or comments on content should be directed to:

Al Brown
ODR
2900 Chamblee-Tucker Road
Building 16
Atlanta, GA 30341
(404) 455-7145

Or to:

Robert L. Christopher
Software Productivity Consortium
2214 Rock Hill Road
Herndon, VA 22070
(703) 742-7228

Send feedback on the Consortium's Video Program and orders for video products to:

Technology Transfer Clearinghouse
Software Productivity Consortium
2214 Rock Hill Road
Herndon, VA 22070
(703) 742-7211